TRAFFIC MANAGEMENT®

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MANAGEMENT UPDATE

Here's a welcome twist . . . a U.S.-designed piece of equipment winning a Japanese award. Japan's Ministry of International Trade and Industry (MITI) has presented a "Good Design Award" to Yale Materials Handling Corp. for its E-Series lift trucks. Yale's entry won in the Industrial Machinery Design category. The MITI judges evaluated the entries on these criteria: appearance, ergonomics, maneuverability, serviceability, quality, safety, and price. Yale manufactures the E-series trucks in the United States and Japan through a joint venture with Sumitomo-Yale Co.

CF has jumped on the third-party logistics bandwagon with the launch of its Menlo Logistics Inc. subsidiary. The new company says it will offer a range of outsourcing services including dedicated contract carriage, contract warehousing, traffic management, inventory control, and related information-management services. Consolidated Freightways joins a growing number of transportation giants—CSX, Ryder, TNT, and Roadway, to name a few—that have started third-party logistics companies.

While on the subject of CF, the company's Emery Airfreight subsidiary just went through a top-level shakeup that has left everyone in the industry wondering what's going on. Arthur C. Bass, a former top executive with Federal Express, was let go as Emery's CEO after only six months on the job. His two top aides, Michael J. Fitzgerald and Tucker Taylor, also are gone. Bass was heralded as the messiah who would lead Emery to the promised land of profitability. But the airfreight company remains deep in the red.

You've heard the expression that such-and-such company wrote the book on quality. Well, one of the companies that we contacted for the Quality Report that begins on Page 30 of this issue actually *did* write a book on quality. Four executives (including the CEO) from the Tennant Co. in Minneapolis produced a 144-page book discussing the strategic quality relationships the company has forged with its suppliers. Titled *Made in the USA*, the paperback contains some practical guidance for anyone seeking to improve the quality of supplied products or services. It's available from Tennant at a nominal cost. For information call (612) 424-1370.

Last year the theme was quality, this year it's integration of information systems and operations. We're talking about the annual Council of Logistics Management conference, the most comprehensive educational event in our field. This year's meeting is scheduled for Sept. 29 through Oct. 2 in New Orleans. For more information on the 1991 conference, contact CLM's Toni Fatigato at (708) 574-0985.

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APRIL 1991

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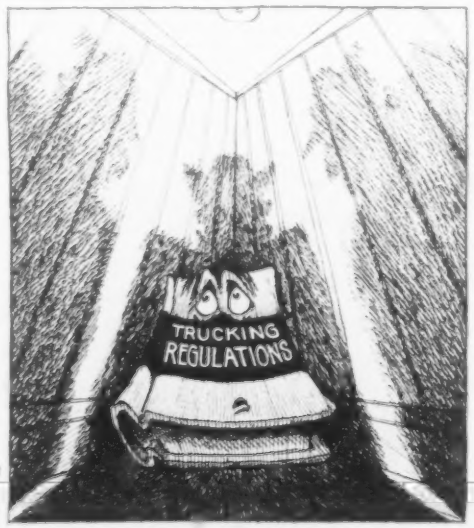

Congress, the DOT, and the ICC are all scrutinizing trucking deregulation again. *Page* **15**

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How does your salary stack up?

Find out where you stand on the salary ladder. Here are the numbers.

BY MITCHELL E. MACDONALD,
NEWS EDITOR

As if we needed any further evidence that the country is deeply mired in recession, along comes ***Traffic Management***'s seventh annual salary survey. The 2,000-plus readers who responded to this year's survey earn an average salary of $47,144. That's an increase of less than one-half of 1 percent (0.42 percent to be exact) over last year's survey average of $46,592 . . . hardly a reflection of economic growth.

That's the basic—and for many readers, foremost—finding of this year's survey. Yet there's more to the story than that basic statistic. As you will see, what our analysis of the survey results reveals is that numbers are not always what they seem at first glance.

All the information for this year's survey was gathered from those readers who responded to the salary questionnaire in our November 1990 issue. Although well over 2,000 questionnaires were returned, we established 2,000 as the cut-off point for our purposes. The responses were tabulated by an independent firm, under the direction of the Research Department of Cahners Publishing Co., publisher of ***Traffic Management.***

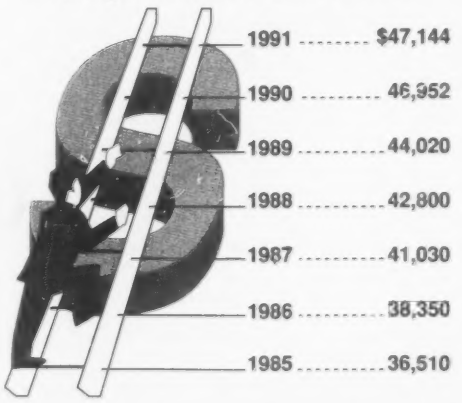
For the most part, our salary survey findings have mirrored the nation's general economic condition. As the economy boomed between 1985 and 1990, for example, our mean survey salary rose an average of 5.25 percent annually (see Figure 1). Using that logic, this year's finding that the mean salary is just 0.42 percent higher than last year's would indicate that the economic wave has crested.

Yet as is so often the case, these figures must be interpreted with caution. Consider this: Although our survey's average salary of $47,144 is less than one-half of a percentage point higher than last year's average of $46,952, our "average" individual respondent this year reports a salary increase of 6.24 percent over last year. How can this be?

As it turned out, our analysis showed the discrepancy to be primarily a reflection of survey demographics. Last year, a far higher percentage of respondents reported characteristics traditionally linked to higher pay—top titles, higher educational levels, and so forth. For example, 20 percent of the respondents to last year's survey had such job titles as general manager/vice president, corporate/divisional manager, or logistics manager, which consistently rank well above the overall survey average in compensation. This year, by contrast, only 14 percent of the respondents came

Figure 1

Average Salaries Since 1985



Before leveling out this year, average salaries from 1985 to 1990 increased an average of 5.25 percent per year.

Figure 2

Salaries by Type of Industry

Public Warehousing	$61,632
Transportation Services	53,259
Retail Trade	51,658
Paper	51,349
Food and Beverages	50,803
Chemicals	50,777
Transportation Equipment	49,359
Instruments	48,613
Wholesale Trade (non-durable goods)	46,819
Electrical/Electronic Equipment	46,060
Machinery (except electrical)	45,718
Stone, Clay, Glass	44,811
Wholesale Trade (durable goods)	44,789
Primary Metal	42,298
Textiles & Apparel	41,361
Rubber and Plastics	41,063
Furniture and Fixtures	41,016
Printing and Publishing	40,767
Fabricated Metal Products	40,716

***Public warehousing** ran away with the top spot this year, followed by transportation services and retail trade—the same line-up seen last year.*

from that upper-management tier. That 6-percent drop almost certainly affected this year's average salary figure.

Similarly, the respondent pool for this year's survey included a smaller number of college graduates, who traditionally earn considerably more than respondents whose formal education ended with high school. Last year, 60 percent of our respondents had at least a four-year degree. This year, that number fell to 54 percent.

Joe (or Joanne) Average

Though they must be used with evident caution, the composite numbers nonetheless tell an important story. The statistical averages that emerged from our survey paint a broadbrush picture of today's logistics professional. And more importantly, from these averages, readers can get a good sense of how they compare with their colleagues.

Of course, the wide range of characteristics among this year's survey respondents makes the task of describing a typical respondent particularly challenging. Our respondents hail from all over the country, representing every geographic region and more than 50 major metropolitan areas. They work in some 20 different types of industry (see Figure 2). Their duties range from managing an entire logistics division with a staff of 100-plus to running a one-person shipping operation.

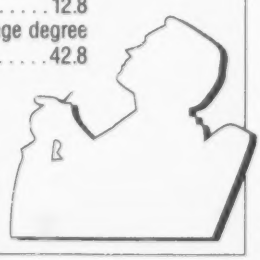
Nevertheless, we have been able to put together a composite respondent profile from the data at hand (see Figure 3). Our "average" survey respondent is two months shy of his 43rd birthday. He (87.2 percent of the respondents are male) is a college graduate who got a 6.24-percent raise last year to bring his current salary up to $47,144. He's been in the industry for 15 and a half years, 11 of those with his current employer. He's been in his present position just under six years and supervises a staff of 13.

Of course, no one is really average. Most readers will find themselves on one side or the other of the "average." As to what determines which side you end up on, a host of factors come into play—among them job title, job function, experience, and education. What follows is a brief discussion of how these various factors influence salaries in the logistics field.

Figure 3

Joe (or Joanne) Average

Salary	$47,144
Increase Over 1990	6.24%
Years of Experience	15.3 years
Years with Company	11.0
Years in Current Position	5.8 years
Number of Subordinates	12.8
Education	54% w/college degree
Age	42.8



***Although it's likely no single person fits** this picture, here's a profile of our average survey respondent, based on composite data from 2,000 responses.*

The 75K Club

One in 10 of this year's salary survey respondents reports an annual salary in excess of $75,000. Who are these high-powered wage earners and how did they make it into the corner office?

For the most part, they are men (only three women are included in this group of 200). They average more than two decades of industry experience and hold at least a four-year college degree. In most cases, though, they hold a graduate degree—most likely an MBA. Ninety percent of them are over 40 years old, and nearly half of them are over 50.

Three-quarters of this group's members work for companies with annual freight bills in excess of $1 million. On average, they supervise

What's in a Title?

Of all the variables measured in our survey, it's clear that job title counts most. The salary differential between the highest-paid titles—those in the vice president/general manager group—and the lowest-paid positions—the assistant traffic manager/supervisor group—is a whopping $42,500 (see Figure 4).

In fact, three of the job-title groupings in our survey average in excess of $50,000 a year. They include the vice president/general manager group, corporate/divisional managers ($62,608), and logistics managers ($57,443). Just short of

31 people. They also work in a wide range of industries. Of the 19 industry groups we identify in our survey, all include at least two respondents in this big-bucks "fraternity." The heaviest concentration of them, however, are found in transportation services, retail trade, chemicals, and food and beverages, which is consistent with our past surveys.

Of the high rollers, nearly two-thirds report that their "single most important job function" falls into the area of distribution/logistics or traffic/transportation. Similarly, four out of five report that the number of functions they are required to perform has increased over the last three years. In return, their average raises appear to reflect this added responsibility. These readers averaged an 8-percent pay hike last year, outpacing the raises reported by the remaining respondents by 1.75 percent.

Geographically, members of the $75K Club seem to be pretty well spread out across the country, but there were some interesting findings this year (see Figure 9). For example, more than 60 percent work on either the East or West Coast. That likely can be explained by the generally higher costs of living in those areas.

Ironically, though, when broken down by specific metropolitan region, two of the five cities reporting the most high-paid execs aren't coastal at all. In fact, Chicago boasted the largest number of respondents in this group with 18. Los Angeles was second with 16, followed by New York City with 10, northern New Jersey with eight, and our other non-coastal city, Pittsburgh, with seven.

the $50K mark are the sales/marketing managers. They average $48,377, a drop of $3,000 from last year's average for the group.

Also down this year is the average salary reported by traffic managers, the group of readers who consistently make up the single largest proportion of respondents. According to this year's survey responses, traffic managers are pulling in $39,995 annually on average. That's down $255 from last year's average and positions them just ahead of assistant traffic managers in the rankings. Those traditionally entry-level workers report an average salary of $35,808. That's roughly $1,000 better than they averaged last year.

What You Do Counts

Almost as important as what it says on your business card under your name is what you actually do on the job. Our survey finds that regardless of your title, the best-paid individuals in this industry are those who reported they had broad responsibilities involving distribution and logistics. They average $58,749 (see Figure 5). That's a relatively big jump for that group. Last year, those reporting primary functions in distribution and logistics ranked third.

At the other end of the spectrum are those who report their single most important job function as materials handling. That group averages $40,359 a year. That's a big drop from last year when the group averaged $46,779, making it fifth out of 10 job-function groupings.

We expanded our survey this year to include a second question on the subject of job function. Besides asking respondents to indicate their primary job function, we asked whether the number of functions they performed had increased or decreased. The answer was clear. Nearly 80 percent of our readers reported an increase. The percentage holds relatively constant across all compensation levels, job titles, and types of industry.

Indications are, however, that these added responsibilities do not necessarily mean larger staffs to carry them out. When asked how many people reported directly to them, our survey respondents reported no change from last year's number, 13. In fact, this statistic has

Figure 4

Salaries by Job Title

VP/General Manager	$78,265
Corporate/Divisional Manager	62,608
Logistics Manager	57,443
Sales/Marketing Manager	48,377
Other	46,861
Operating Manager	46,114
Private Fleet Manager	45,324
Warehouse/DC Manager	42,643
Traffic Manager	39,995
Asst. TM/Supervisor	35,808

***There's a $42,000 difference** between the average pay for a VP/GM and an assistant traffic manager.*

Figure 5

Salaries by Main Job Function

Distribution/Logistics	$58,749
Other	53,775
Sales/Marketing	52,939
Planning	52,587
Fleet Operations	47,200
Computer Systems	46,899
Import/Export Operations	45,049
Warehousing	43,805
Traffic/Transportation	42,386
Inventory Control	41,317
Materials Handling	40,359

***Materials handling and inventory control** once again rank as the lowest-paying job functions in the industry.*

Figure 6

Salaries in Relation to Supervisory Load

Salary Range	Average Number of Subordinates
Less Than $25,000	4.56
$25,000 to $29,999	5.50
$30,000 to $34,999	7.39
$35,000 to $39,999	8.98
$40,000 to $44,999	10.80
$45,000 to $49,999	12.04
$50,000 to $59,999	16.55
$60,000 to $74,999	17.92
Over $75,000	31.23

***The correlation is simple:** The more subordinates, the bigger the paycheck.*

shown little change over the years. It hit a high of 15 in 1988, dropped to 12 in 1989, and has held steady at 13 for the past two surveys. (See Figure 6 for more details.)

Time Well Spent

Analyzing salary levels by multiple categories—such as title, primary job function, and experience levels—leads to a not-surprising conclusion. Simply put, if you have a high-level title, broad responsibilities, and many years of experience, you'll earn more than someone with a lesser title, less responsibility, and fewer years in the industry.

Similarly, it should come as no surprise that we found a correlation between educational background and compensation levels. For the most part, readers who pursued college degrees find that from a compensation standpoint, hours logged in the classroom turn out to be time well spent (see Figure 7).

Simply put, those respondents with college educations earn more than those without. Those with graduate-level degrees earn more still. Beyond that, the survey shows that the time spent in college and the degree earned also correlate closely with salary levels.

For instance, the value of "some college," that is, anything less than a four-year degree, is relatively little when compared to a high-school education. The average survey respondent with a high-school diploma earns $40,747. Those respondents who indicate they've taken some college courses (but have not earned a four-year degree) average $41,810. "Some college," then, yields barely more than $1,000 a year over a high-school diploma—or roughly $19 a week extra in gross pay. It would seem hardly worth the effort, at least from a wage standpoint, unless it is part of a long-term degree plan.

On the other hand, those who complete four full years of college are rewarded with an average salary of $49,345. That's almost $9,000 more than the average high-school graduate earns.

The wage advantages of earning a four-year degree are obvious. But would the typical professional profit just as much from obtaining an advanced degree? The answer is a qualified yes: you can indeed move up the salary ladder by going to graduate school, but if better compensation is your goal, you have to choose the right type of degree.

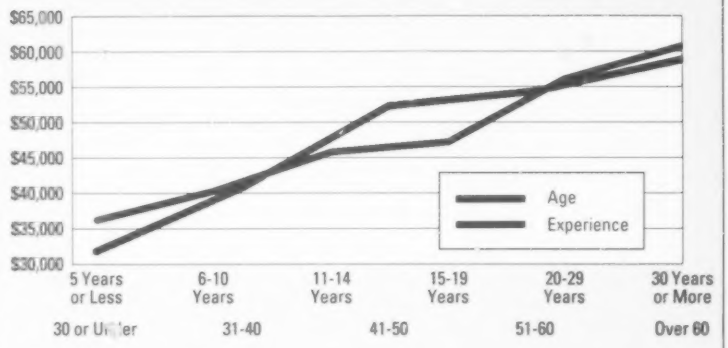
To learn more about degrees and career progress, we asked respondents to specify what type of degree they had earned—MBAs or other graduate degrees. Those with MBAs average $64,010, and those with other graduate degrees average $50,620. You'll note that respondents with non-MBA graduate degrees average only about $1,300 a year more than those with basic four-year degrees. Respondents with MBAs, on the other hand, average $14,700 more than the four-year-college graduate. Apparently, if it's bucks you're after, the MBA is the best way to get them.

The Experience Factor

Although it may not get you to the top of the salary ladder as

Figure 8

Salaries in Relation to Age and Experience



***Age and longevity** command not only respect, but a larger paycheck as well.*

Figure 7

Salaries by Respondent's Education Level

MBA	$64,010
Other Graduate Degree	50,620
College Degree	49,345
Some College	41,810
High School	40,747

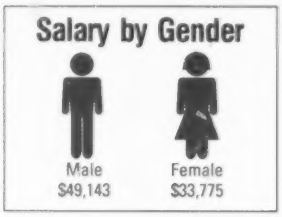
***There appears to be little wage value** to a graduate degree, unless your diploma says MBA at the top.*

Figure 9

The 10 Top-Paying Metropolitan Areas

***Pittsburgh** returned to the top of our list this year, sharing the crown with Houston.*

The Gender Gap: Fact or Fiction?



Based on the findings of our six previous annual salary surveys, it comes as no surprise that women in transportation once again earned far less than men in 1990. In our most recent survey, the average female respondent reported a salary of $33,775; her male counterpart earned $49,143.

Much of the 45-percent salary differential, of course, may well be based on matters other than gender. Still, the gap is so large, it does send up a red flag. For example, among women respondents, a disproportionate number—20 percent—report that they earn less than $25,000 annually. Among males, the corresponding figure is just 5 percent.

As disturbing as the findings appear, it would be dangerous to conclude that gender alone accounts for the differences. To best understand the situation, it's important to first identify the non-gender factors involved in pay levels. Our survey shows that compensation levels correlate directly to such factors as education level, years of experience, and the size of a company's annual freight bill.

Consistently, more men than women who responded to our survey reported those attributes associated with better-paying positions. For instance, 57 percent of the males have at least a four-year college degree. Only 23 percent of our female respondents, by contrast, have earned such a degree.

It's the same story with years of experience. We looked at two categories of respondents: those with fewer than five years' experience, and those with less than 10 years. In both cases, there were twice as many female respondents as males in the low experience groupings. Similarly, when asked how many years they had spent in their current position, another determinant in pay scales, male respondents reported job tenure that was 32-percent longer on average than that reported by their female counterparts.

As for the company's annual freight bill, 25 percent more female respondents than male work for companies with annual transportation expenditures of less than $1 million. Traditionally, these companies have tended to pay lower salaries than larger concerns.

All these facts indicate that women working in our field, like men, are compensated primarily on educational background, experience, and the size of the company that employs them. And as more and more women work their way into the higher-paying categories, the gap between their pay and that of their male counterparts is shrinking; the 45-percent pay differential this year is less than in past ***Traffic Management*** surveys, which found margins as high as 50 percent. Based on that, the outlook seems a little brighter for women respondents this year.

quickly as an MBA, work experience is definitely another way to get there. Not surprisingly, the number of years respondents have spent toiling in the industry correlates directly with their wage level. The formula is simple: The more the years, the bigger the paycheck.

Survey respondents were asked to place themselves in one of six groupings representing years of experience (see Figure 8). Respondents who have been in the industry five years or less average $36,362 a year. At the other end of the spectrum, those with 30 years or more experience bring home $60,775. Not surprisingly, there is a relatively constant progression in salary levels from one group to the next. For instance, when moving from the 5-years-or-less group to the 6-to-10-years group, the salary average increases $4,000 to $40,436. The next tier, 11 to 14 years, brings the number up over $45,000.

The big breakthrough, however, apparently occurs when you've been in the job 20 years. The respondents who report that they have spent two decades in the field report a jump in salary (and most likely vacation time and other benefits). Those with 15 to 19 years experience average $47,242, while those with 20 to 29 years average nearly $9,000 more, $56,131.

What, Where, and How Much?

Other factors that play a role in determining salary include the type of industry you work for, where you're located in the country, and how much your company spends on transportation services. For instance, our readers generally report that the service industries are among the best paying. This year, for instance, public warehousing topped the list of salaries by industry (see Figure 2).

Figure 10

Salaries by Company's Annual Freight Expenditures

Less than $500,000	$38,451
$500,000 to $1 million	38,835
$1 million to $5 million	45,072
$6 million to $20 million	52,614
Over $20 million	60,289

It's clear that the more a company spends *on transportation and distribution, the better it pays the people who manage those functions.*

Among geographic regions, the nation's larger metropolitan regions typically are associated with the highest salaries. As Figure 9 illustrates, each of the top 10 paying locations in the survey represents a sizable metropolitan market. Ironically, the top spot on this year's list is held by Pittsburgh, the smallest of the 10 cities.

As for the relationship between company transportation budgets and salaries, this year's survey once again bears out the conclusion that bigger companies pay better. Yet this time around, we found an interesting twist. Historically, our analysis of the relationship between salary and the company's annual freight

bill has shown a major breakthrough at the $20 million level. This year, we found the big jump, instead, coming at the $1 million mark. Those working for companies with freight bills of less than $1 million average $38,643. On the other hand, those working for companies that spend $1 million to $5 million a year report a considerably higher average salary of $45,072. (See Figure 10 for the complete breakdown.)

What the Future Holds

Finally, this year's questionnaire for the first time asked respondents how they felt overall about their salary and career outlook. People in the logistics/transportation industry are clearly an optimistic lot.

Despite the nation's current economic condition and the effects of war in the Persian Gulf, the overwhelming majority of our respondents (61 percent) say they are either optimistic or somewhat optimistic about their career and salary future. Only 13 percent indicate any pessimism, with the remaining 26 percent expressing no opinion.

No doubt a good deal of the optimism is sparked by the 6.24-percent average salary increase in the past year. Average increases in many other U.S. industries were substantially less in 1990, owing to recessionary pressures.

Of course, it's a little easier for some to be optimistic than it is for others. Almost without fail, optimism grows as you move up the survey's salary ladder. For example, the most optimistic group of respondents to our survey are the best paid. Of those readers who reported incomes of $75,000 or more, 31 percent said they were very optimistic about the future, and 45 percent said they were somewhat optimistic. Only 7.5 percent of the respondents in this group expressed pessimism. It will be interesting to see whether this level of optimism can be maintained next year if we experience a prolonged economic downturn.

Conversely, the most pessimistic group of respondents to our survey are those who make less than $25,000. Among them, only 10 percent are very optimistic, while 36 percent are somewhat optimistic and 29 percent are downright pessimistic.

Just Rewards?

Although those pessimists may well consider themselves overworked and underpaid, logistics professionals generally have a good deal to be pleased about. The steadily growing salaries reported by our readers reflect the increasingly important role these managers play in their companies. And in return for that increased responsibility, they are being paid better than many other professionals. Recent salary surveys conducted among purchasing and manufacturing professionals, for example, indicate that these managers take home smaller average paychecks than their counterparts in transportation and distribution.

If there's a moral to this story, it's that logistics is becoming a key to company success, and those managers who help their companies improve their logistics systems are reaping rewards. That's something to ponder as you labor in the vineyard. **TM**

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